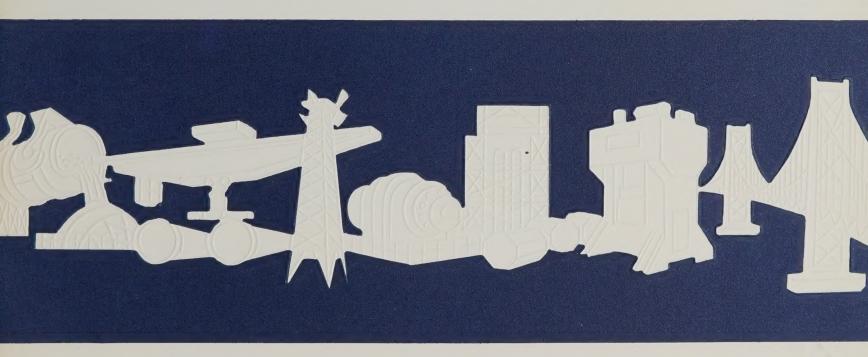
Annual Report 1962

Canada Iron

Foundries, Limited



CREATING CAPITAL GOODS FOR THE FUTURE

Registrar

The Royal Trust Company, Montreal, Toronto, Halifax, Winnipeg, Vancouver

Transfer Agent

Montreal Trust Company,
Montreal, Toronto, Halifax, Winnipeg, Vancouver

Canada Iron

FOUNDRIES, LIMITED

HEAD OFFICE: 1121 PLACE VILLE MARIE, MONTREAL2, P.Q.

D. W. Ambridge, C.B.E., *Chairman of the Board*, Abitibi Power & Paper Co. Ltd., Toronto, Ont.

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C. W. Carry, *Vice-President*, Canada Iron Foundries, Limited, Edmonton, Alta.

Ross Clarkson, *Honorary Chairman of the Board,* The Royal Trust Company, Montreal, P.Q.

C. L. Gundy, *President*, Wood, Gundy & Co. Ltd., Toronto, Ont.

Sidney Hogg, *Vice-President*, Canada Iron Foundries, Limited, Vancouver, B.C.

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H. E. McKeen, *Vice-President*, Canada Iron Foundries, Limited, Montreal, P.Q.

D. I. McLeod, McLeod, Young, Weir & Co. Ltd., Toronto, Ont.

T. F. Rahilly, *Chairman of the Board*, Canada Iron Foundries, Limited, Toronto, Ont.

F. A. Sherman, *Chairman of the Board*, Dominion Foundries & Steel Ltd., Hamilton, Ont.

Officers

T. F. Rahilly, Chairman of the Board

H. J. Lang, President

Ross Clarkson, Vice-President

H. E. McKeen, Vice-President

R. K. Carty, Vice-President, Finance and Treasurer

P. M. Draper, Vice-President, Administration

J. E. Rehder, Vice-President, Technology

W. D. Moncur, Secretary

R. J. Bailie, *Vice-President and General Manager*, Tamper Division

C. W. Carry, *Vice-President*, Western Bridge Division

S. Hogg, *Vice-President and General Manager,* Western Bridge Division

D. J. LaFontaine, *Vice-President and General Manager*, Mechanical Division

M. A. Leishman, *Vice-President and General Manager*, Structural Division

R. Lyle, *Vice-President and General Manager,* Pipe Division

G. D. Turnbull, *Vice-President and General Manager*, Foundry Division

C. M. Thomson, *Vice-President and General Manager*, Railway & Power Engineering Corporation, Limited



Canada Iron

Directors' Report to the Shareholders

Volume of business in 1962 at \$110,009,000 was an increase of 9% over last year and set a new record, exceeding the previous high established in 1959 by 4%. These figures can be related directly to selling activity since there has been no significant increase in the average selling price of the Company's products during the last four years. All product lines showed increased sales, with substantial gains being made in industrial machinery, water pipe and railway track maintenance equipment.

A programme designed to stimulate product development and improvement in manufacturing methods is making satisfactory progress. Some products are being discontinued and replaced by others with greater profit potential. Further consolidation of production facilities to achieve lower manufacturing costs is under way. Although it is expected that overall sales may be somewhat lower in 1963, earnings will improve when the full effect of these actions is realized.

Prospects for a good rate of business activity in 1963 appear favourable. The increase in momentum which occurred during the last quarter of 1962 is expected to be maintained for at least the first half of 1963. There is a substantial backlog of orders for the majority of the Company's products. The Company did a creditable volume of export sales in 1962 and is actively pursuing many interesting possibilities for increasing this volume in 1963.

Earnings after all charges and before deducting income taxes were \$3,331,000 for 1962, compared with \$3,389,000 for the previous year. Income taxes at full rates in 1962 amounted to \$1,690,000. In 1961, a lesser amount of \$1,235,000 was assessed against earnings because of a tax credit from prior years. As a result, earnings after taxes in 1962 were \$1,641,000 equivalent to \$1.80 per common share as against \$2,152,000 or \$2.43 per common share in 1961.

Dividends amounting to \$181,709 were paid on the $4\frac{1}{4}$ % Preferred shares and \$809,874 to the holders of Common shares for a total dividend payment of \$991,583. Common share dividends of \$1.00 per share were distributed in quarterly payments of \$0.25 each.

During 1962 the Company continued a policy of capital investment wherever necessary to improve operating efficiency and reduce manufacturing costs. No individual project accounted for more than 5% of the total capital expenditures of \$2,339,000. Full depreciation, amounting to \$2,585,000 was charged to operations. In 1963, expenditures for new plant and equipment have been budgeted for approximately \$5,000,000. Included in this amount is a large outlay for a new concrete water pipe plant to be located on the Island of Montreal.

At a Special General Meeting of the Shareholders held on April 26, 1962, you authorized By-Law No. 48 to increase the number of Directors from thirteen to fourteen. The Honourable F. P. Brais, C.B.E., Q.C., senior partner of the law firm of Brais, Campbell, Mercier, Leduc & Pepper, and a Director of a number of prominent Canadian companies, was elected to the Board.

Management changes during the year included the transfer of Mr. P. M. Draper, formerly Vice-President and General Manager of the Pressure Pipe Division, to the Head Office, as Vice-President, Administration, and appointments of Mr. C. M. Thomson as Vice-President and General Manager of Railway & Power Engineering Corporation, Limited and Mr. M. A. Leishman as Vice-President and General Manager of the Structural Division.

Your Directors here record their appreciation and express their thanks for the efficient services and co-operation given by the management and employees of the Company during the year.

On behalf of the Board, Montreal, March 8th, 1963 H-1. Lang

President

Operating Review

Financial Review

Consolidated inventories at year end were at the lowest value since 1955 when business activity was only 65% of current volume. At \$21,088,000, inventories provided an average turnover rate of 5.3 times in relation to annual sales.

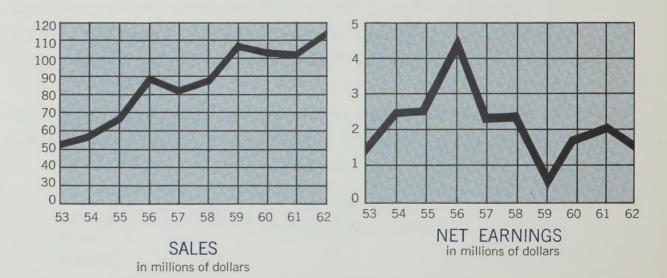
A large volume of sales in the latter part of the year was responsible for an increase of \$5,000,000 in accounts receivables at December 31, 1962.

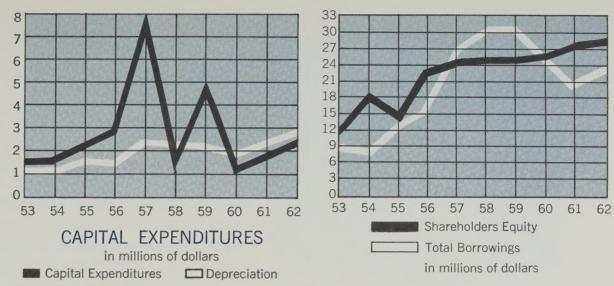
Total borrowings at \$23,476,000 (funded debt plus bank loans less cash on deposit) increased \$941,000 during the year. This, however, is a substantial reduction over the last four years from a high of \$31,000,000. The amount of total borrowings at December 31, 1962 was covered by accounts receivable. With the redemption of funded debt, bank advances represent an increased amount of the total debt and result in a relatively small increase in working capital to \$17,640,000 at year end.

A portion of the investments in Government bonds amounting to \$261,000 which were no longer required for use as tender deposits, were sold during the year. There was no change in the value of investments in other companies in which minority interest is held.

In the past decade \$33,000,000 has been spent on expansion and modernization of facilities, and working capital has increased by \$9,000,000. Two-thirds of this \$42,000,000 has been provided by internally generated funds. The net book value of fixed assets at \$17,800,000 is only 17% of the current annual value of sales of the Company.

The book value of common shares increased during the year to \$29.00 per share at December 31, 1962.





Transmission of Fluids and Gases



Canada Iron is the largest producer in Canada of cast iron pipe and of "Hyprescon" steel cylinder concrete pressure pipe.

Extensive modernization of the Toronto cast iron pipe plant was completed in 1961 and a similar program is planned for the Trois Rivières plant. The Company's new product, ductile iron pipe, having received enthusiastic acceptance, is now being manufactured at both plants.

Concrete water and sewer pipe are manufactured at Toronto and Montreal. To meet the expanding market for "Hyprescon" in Eastern Canada, a new plant, on the Island of Montreal, involving an expenditure of approximately \$4,000,000 will be put in operation in 1964.

In addition to pipe and pipe fittings, cast iron full bronze-mounted sluice gates, "Walworth" valves for the petroleum industry, and slide gate and compression type fire hydrants are produced.

During 1962, total sales volume of all these products was appreciably higher than in 1961 and made a substantial contribution to earnings.

Buildings and Bridges

Canada Iron has become one of the major Canadian fabricators and erectors of steel structures, with facilities located at Dartmouth, Montreal, Ottawa, Toronto, Winnipeg, Calgary, Edmonton and Vancouver.

During 1962, the Company worked on such interesting and widespread projects as an asbestos mill at Baie Verte, Newfoundland; an iron ore pelletizing plant in Labrador; a new alloy steel plant in Sorel, Quebec; the first all-welded railway bridge in Canada spanning the Don River, Toronto; a large new hospital in Calgary; and a number of large bridges, notably the Port Mann Bridge in British Columbia.

The structural operations were maintained at a satisfactory level during 1962 but the surplus of fabricating capacity within the industry continued to maintain prices at unrealistic levels in relation to costs.



The Company manufactures a variety of concrete structural and masonry units for the construction industry. An outstanding application was the use of over 2,000,000 "Presco Haydite" lightweight blocks of 44 different designs in the construction of the Royal Bank Building, Place Ville Marie, Montreal.

A new product, "Glazex"—concrete masonry units faced with a plastic coating in a choice of many colours—was introduced during the year and promises to be an expanding business.



Railway Equipment

The railways are an important market for the Company's products. During 1962, over 1,200,000 brake shoe units and over 58,000 friction castings were supplied to the Canadian railroads.

An outstanding example of original design and engineering has been the "Tamper Autojack Electromatic"—a versatile, electronically controlled railroad track maintenance machine. In 1962, sales of this heavy-duty tamping equipment represented 30% of all such machines supplied in Canada and in the United States. A num-

ber of units was also shipped to South America and additional exports of this product are assured for 1963.

Heavy Machinery

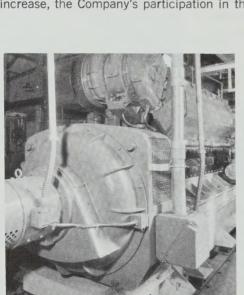
The Company attained a new record for production of heavy machinery during 1962. The order backlog at the end of the year will permit steady operations throughout 1963.

Two important licensing agreements were concluded in 1962. The first is with the Pacific Industrial Manufacturing Co. of Oakland, California—the world's largest manufacturer of hydraulic press brakes and shears—to manufacture and sell "Pacific" press brakes. The other agreement, with the Farrel-Birmingham Company of Ansonia, Connecticut, is to manufacture and sell the renowned "Farrel-Birmingham" line of gear units.

The manufacture of a wide range of machinery products

has been consolidated in a modern machine shop at Trois Rivières, Quebec. The main products are steel mill machinery, pulp and paper equipment, mechanical presses, gear boxes and reducers.

As the requirements of industry for large-capacity, heavy-duty machinery of technical superiority increase, the Company's participation in this market will continue to grow.





Rotating Electrical Equipment

The trade mark "Tamper" designates the rotating electrical equipment manufactured by the Company. These products account for a substantial volume of the Company's sales and in 1962 over 226,000 "Tamper" electric motors were produced. Generator sets, used exclusively for defence radar and commercial communications systems, were also developed and produced in the Company's plant at Lachine, Quebec. Sales of variable speed drives continued to expand rapidly during the year.

The Louis Allis Company of Milwaukee, Wisconsin, and Canada Iron have a reciprocal licensing agreement, and through a combined sales effort a number of large orders for electrical equipment in both countries have been ob-

tained including the complete motor requirements for several plants.

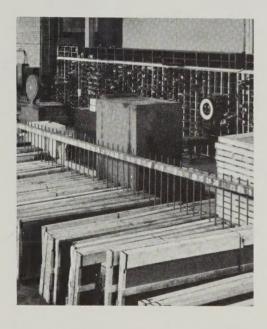
Foundry Products

Ingot moulds, which are used by all Canadian steel mills, are manufactured at the Company's Hamilton plant. Canada Iron is the major producer in Canada of this product and has competed successfully for export orders. The Company also completed the second order for cast iron tunnel liners for the subway extension in the City of Toronto. This valuable experience enabled the Company to obtain an order of approximately 7,500 tons for this product from the City of New York for delivery in 1963.



As anticipated, conversion by the Railways from cast iron railway car wheels to steel wheels made it necessary to close down the wheel foundries at St. Boniface, Man., and New Glasgow, N.S., during the year. The gradual reduction in requirements of cast iron wheels has resulted in the closing of four plants over seven years and only one wheel foundry now remains in operation.

Many cast iron foundry products have been replaced by other materials in recent years. Extensive studies of future markets point up the need to rearrange and consolidate production facilities. A continuing programme of applied research and product development is providing further opportunities for the foundry industry through the introduction of new alloy metals of high wear-resistant qualities and precision-manufactured castings.



Warehousing and Distribution

Warehouse sales of mild steel bars, structural shapes and flat rolled products, from stocks carried at the Company's eight structural steel plants, amounted to approximately \$6,000,000 in 1962.

Our sales agency Division, Railway & Power Engineering Corporation, Limited, through coast-to-coast warehouse and sales facilities, distributes a wide range of high-quality aircraft, chemical, electrical, mining, transportation, and general industrial supplies and equipment.

In 1962 there was a modest improvement in sales volume. The adverse exchange rate of the Canadian dollar reduced profits from the sale of imported products. However, overall earnings were increased as a result of the elimination of a number of non-profitable product lines.

Organization Development

Following upon the major re-organization carried out in 1961, further organizational changes have been made with the objective of achieving more economical corporate performance.

In 1962, the operations of two sales agency companies, Paper Machinery Limited and Paper Mill Equipment Limited, were merged with those of the Mechanical Division, thus adding pulp and paper mill processing equipment to the range of products of the Division.

The Municipal Products Division and the Pressure Pipe Division have recently been merged to form a single new Pipe Division. This consolidation brings together the Company's considerable manufacturing and marketing facilities to serve more effectively the growing fluid and gas transmission field.

The present organization is detailed on the final page of this report.

Statistical Review

	1962	1961	1960	1959
Sales	\$110,009,000	\$100,801,000	\$101,346,000	\$105,712,000
Income Taxes	\$ 1,690,000	\$ 1,235,000	\$ 1,724,587	\$ 1,790,140
Net Earnings	\$ 1,641,526	\$ 2,152,187	\$ 1,736,264	\$ 463,635
Dividends on Preferred Shares	\$ 181,709	\$ 181,709	\$ 181,709	\$ 187,108
Dividends on Common Shares	\$ 809,874	\$ 809,874	\$ 911,108	\$ 1,209,089
Earnings per Common Share	\$1.80	\$2.43	\$1.92	\$0.34
Dividends per Common Share	\$1.00	\$1.00	\$1.12½	\$1.50
Working Capital	\$ 17,639,279	\$ 17,561,688	\$ 17,583,989	\$ 16,996,670
Capital Expenditures	\$ 2,338,648	\$ 1,991,072	\$ 1,417,626	\$ 4,690,931
Depreciation	\$ 2,585,837	\$ 2,613,399	\$ 2,266,468	\$ 2,319,885
Number of Employees	4,725	4,670	5,172	5,421
Number of Common Shareholders	5,231	5,327	4,850	4,712
Common Shares Outstanding	809,874	809,874	809,874	809,874
Book Value per Common Share	\$29.00	\$28.20	\$26.76	\$25.97

1958	1957	1956	1955	1954	1953
\$ 88,255,000 \$ 2,226,637 \$ 2,454,983 \$ 205,300 \$ 1,136,603 \$2.84 \$1.50 \$ 21,156,927 \$ 2,284,317 \$ 2,288;494 5,045 4,725 793,218 \$26.91	\$ 85,277,000 \$ 2,302,475 \$ 2,484,188 \$ 207,236 \$ 1,079,500 \$ 33.15 \$ 1.50 \$ 21,447,432 \$ 7,805,263 \$ 2,394,627 4,859 4,860 722,254 \$ 27.86	\$ 86,766,000 \$ 3,793,800 \$ 4,383,919 \$ 159,375 \$ 1,056,994 \$5.94 \$1.50 \$ 19,805,794 \$ 2,886,627 \$ 1,512,018 5,251 4,998 711,475 \$26.23	\$ 67,487,000 \$ 2,187,000 \$ 2,593,554 — \$ 890,938 \$3.71 \$1.27½ \$ 13,649,746 \$ 2,114,897 \$ 1,568,255 4,590 5,130 698,775 \$22.03	\$ 58,976,000 \$ 2,320,000 \$ 2,359,752 — \$ 708,903 \$3.38 \$1.20 \$ 13,667,920 \$ 1,479,264 \$ 1,225,646 4,200 5,104 698,775 \$25.97	\$ 52,651,000 \$ 1,526,750 \$ 1,645,363 — \$ 579,330 \$ 3.41 \$ 1.20 \$ 10,167,403 \$ 1,436,453 \$ 1,282,902 4,150 3,940 482,775 \$ 27.27

Consolidated

as at December 31, 19

Assets

	1962	1961
CURRENT ASSETS		
Cash	323,440	386,626
Government guaranteed bonds—at cost (quoted market value \$355,000)	399,038	659,766
Accounts receivable, less provision for doubtful accounts	23,857,836	18,864,831
Inventories — at the lower of cost or market	21,088,211	21,781,205
Prepaid expenses	312,235	394,568
Total current assets	45,980,760	42,086,996
INVESTMENT IN OTHER COMPANIES		
Shares — at cost	819,920	819,920
FIVED AGGETS		
FIXED ASSETS		
Property, plant and equipment — at cost	45,048,893	43,395,247
Accumulated depreciation	27,248,419	25,347,584
	17,800,474	18,047,663
UNAMORTIZED DEBENTURE DISCOUNT	287,536	312,994
SIGNED ON BEHALF OF THE BOARD		
T. F. Rahilly H. J. Lang DIRECTORS		
	\$64,888,690	\$61,267,573

Balance Sheet

2 (with comparative figures for 1961)

Liabilities

	1962	1961
CURRENT LIABILITIES		
Bank advances	14,171,756	12,448,649
Accounts payable and accrued expenses	11,217,808	10,232,806
Dividends payable	247,896	247,896
Income taxes	1,859,022	750,957
Funded debt maturing within one year	845,000	845,000
Total current liabilities	28,341,482	24,525,308
FUNDED DEBT — not maturing within one year (see schedule)	8,782,000	9,627,000
Total liabilities	37,123,482	34,152,308
Shareholders' Equity PREFERRED SHARES Authorized — 100,000 preferred shares of \$100 par value Issued and fully paid — 42,755 4¼% cumulative convertible redeemable preferred shares 1956 series.	4,275,500	4,275,500
COMMON SHARES		
Authorized — 2,000,000 common shares of \$10 par value Issued and fully paid —		
809,874 common shares	8,098,740	8,098,740
RETAINED EARNINGS	15,390,968	14,741,025
	27,765,208	27,115,265
	\$64,888,690	\$61,267,573



Consolidated Statement of Earnings

For the year ended December 31, 1962 (with comparative figures for 1961)

	1962	1961
SALES	\$110,009,000	\$100,801,000
PROFIT FROM OPERATIONS,		
before the following	6,810,124	6,920,614
Remuneration of executive officers	315,867	365,158
Directors' fees	19,500	18,600
Legal fees	45,929	68,636
Interest on funded debt	591,444	645,604
Amortization of debenture discount	25,458	25,458
Depreciation of property, plant and equipment	2,585,837	2,613,399
	3,584,035	3,736,855
	3,226,089	3,183,759
OTHER INCOME		
Income from investments	39,592	173,244
Profit on disposal of fixed assets	65,845	32,231
	3,331,526	3,389,234
PROVISION FOR INCOME TAXES	1,690,000	1,235,000
	1,641,526	2,154,234
MINORITY INTEREST		2,047
NET EARNINGS FOR THE YEAR	\$ 1,641,526	\$ 2,152,187

Consolidated Statement of Retained Earnings

For the year ended December 31, 1962 (with comparative figures for 1961)

	1962	1961
Balance at Beginning of Year	14,741,025	13,580,421
Net earnings for the year	1,641,526	2,152,187
	16,382,551	15,732,608
Dividends —		
On 4¼% preferred shares	181,709	181,709
On common shares	809,874	809,874
	991,583	991,583
Balance at End of Year	\$15,390,968	\$14,741,025



Schedule of Funded Debt

As at December 31, 1962 (with comparative figures for 1961)

	19	62	1961
43/4% Sinking fund debentures, series "A", due December 15, 1965	3,500,000		
Sinking fund requirements — \$400,000 on December 15, 1961 to 1964 Redeemed to date	800,000	2,700,000	3,100,000
5%% Sinking fund debentures, series "B", due April 15, 1969	1,652,000		
Sinking fund requirements — \$70,000 on April 15, 1958 to 1965, \$272,000 on April 15, 1966 to 1968 Redeemed to date	350,000	1,302,000	1,372,000
6¼% Sinking fund debentures, series "C", due October 15, 1977	7,500,000		
Sinking fund requirements — \$375,000 on October 15, 1958 to 1976 Redeemed to date	1,875,000	5,625,000	6,000,000
		\$9,627,000	\$10,472,000
FUNDED DEBT			
Maturing within one year		845,000	845,000
Not maturing within one year		8,782,000	9,627,000
		\$9,627,000	\$10,472,000

MCDONALD, CURRIE & CO.

CHARTERED ACCOUNTANTS

COOPER BROTHERS & CO. CANADA UNITED KINGDOM UNITED STATES OF AMERICA MEXICO BERMUDA. CHARTERED ACCOUNTANTS

BELGIUM FRANCE GERMANY, THE NETHERLANDS, ITALY, SWITZERLAND,

COOPERS & LYBRAND

AUSTRALIA, NEW ZEALAND, IRAN, MALAYA, SINGAPORE

MONTREAL QUEBEC OTTAWA TORONTO SAINT JOHN
CHARLOTTETOWN HALIFAX RIMOUSKI SHERBROOKE HAMILTON UNION OF SOUTH AFRICA, CENTRAL, EAST AND WEST AFRICA KITCHENER WINNIPEG EDMONTON CALGARY VANCOUVER

TELEPHONE VICTOR 9-83II CABLE ADDRESS "CURMAC"

507 PLACE D'ARMES QUEBEC, CANADA

February 20, 1963

AUDITORS' REPORT TO THE SHAREHOLDERS

We have examined the consolidated balance sheet of Canada Iron Foundries, Limited and subsidiary companies as at December 31, 1962 and the consolidated statements of earnings and retained earnings for the year ended on that date and have obtained all the information and explanations we have required. Our examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as we considered necessary in the circumstances.

In our opinion, and according to the best of our information and the explanations given to us and as shown by the books of the companies, the accompanying consolidated balance sheet and consolidated statements of earnings and retained earnings are properly drawn up so as to exhibit a true and correct view of the consolidated state of the affairs of the companies as at December 31, 1962 and the consolidated results of their operations for the year ended on that date, in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

McDonald, Currie o Co.

CHARTERED ACCOUNTANTS

Divisions and Products

Foundry



Ingot moulds, gray iron and alloy iron castings, industrial wheels, brake shoes.

Mechanical



Steel mill equipment, pulp and paper machinery, general machinery, Walworth valves, sheet metalworking machinery, gear products, rubber and plastics machinery.

Pipe



Cast iron pipe and fittings, ductile iron pipe, municipal castings, hydrants, sluice gates, concrete pressure pipe, sewer and culvert pipe, concrete blocks, masonry units, glazed faced blocks and bricks, prestressed concrete structural shapes.

Structural



Structural steel for buildings and bridges, steel joists, reinforcing steel, warehouse steel, cranes, transmission towers, pre-engineered steel buildings, hydraulic structures.

Tamper



Electric motors, rotary electrical products, railway track maintenance equipment.

Western Bridge

Structural steel for buildings and bridges, steel joists, reinforcing steel, warehouse steel, cranes, transmission towers, pre-engineered steel buildings, hydraulic structures, galvanizing.

vvestern bridge



Railway & Power Engineering Corporation, Limited



C. M. Lovsted & Co. (Canada) Limited Sales agency company for electric motor control apparatus; instrumentation and electronic products; rail, bus, truck and aviation products; pumps; stainless steel; tube fittings; hydraulic hose, fittings and other components.

Sales agency company for railway car wheels, brake shoes and allied equipment; material handling equipment, hydraulic valves, fittings, pumps, highway marking and detection devices.



Canada Iron

FOUNDRIES, LIMITED